

Encouraging the Heart: Recognizing & Motivating Staff

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TDH Definition:

Incentives

Frequently tangible

- rewards
- recognitions
- motivations for working
- flexible job schedule
- job satisfaction
- working conditions
- meaningful activity
- pride in affiliation

Some Statistics*

McKinsey report:

#1 issue that keeps executives awake is attracting and retaining talent!

employee retention is a critical issue for managers and employers.

Kaye, Beverly & Sharon Jordan-Evans, *Love 'Em or Lose 'Em, Getting Good People to Stay.*

Some Statistics*

Costs to rehire keep increasing:

40% to over 200% of annual pay, depending upon level of job

This doesn't include indirect costs such as lost customers, low morale, etc.

Dichotomy:

89% of managers think their people leave because of money.

BUT 60-80% of employees say it's their manager or something their manager could influence!

Top 3 reasons employees cite why they stay:

- **Career growth, learning & development**
- **Exciting and challenging work**
- **Meaningful work that makes a difference**

P.S. These haven't changed in over 25 years!

P.P.S. 90% list at least one of these

More reasons why employees stay:

- **It's Money And, Not Money Or**
 - Pay must be equitable/competitive
 - Beware “politically correct” exit interviews
- **Bosses play the key role**
 - 50% of employee satisfaction is determined by relationship with immediate supervisor.
 - “Firing is an integral part of retention” (Fire the bad supervisors)

What is the cost of attrition?

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Direct Costs:

- Newspaper advertising (local, statewide, national)
- Internet advertising, other media advertising
- Headhunters/search firms
- Interview expenses
- Salary increase over incumbent
- Signing bonus, other perks or benefits
- Relocation Costs
- Overtime of team members

Indirect Costs:

- Interview time
- Orientation & training of replacement
- Overload on team
- Loss of other employees (including those who “retire” on the job
- Lost clients/customers

What is the cost of attrition?

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Hidden Costs:

- Personal stress placed on hiring manager
- Loss of knowledge and wisdom
- Loss of talent
- Major decisions put on hold
- Remaining employees want raises
- Bad PR in the community
- Lowered morale of remaining workers
- Lost opportunities (i.e., new clients, funding, etc.)

What's the Cost of Keeping 'Em?

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- **Opportunity to grow professionally** (attend conferences and workshops)
- **Opportunity to learn new things** (tuition reimbursement, etc.)
- **Opportunity to use new technology** (new hardware/software)
- **Involvement in decision-making** (task force participation, leadership responsibilities, etc.)
- **Enrichment assignments** (reduced workload to allow enrichment activities)
- **Mentoring programs** (involvement as mentor and/or mentee)
- **Sabbaticals** (educational leave, community service)
- **Flexible time and space** (ability to telecommute, etc.)
- **Respect for work/life balance**

What's the Cost of Keeping 'Em?

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- **Salary increase** and/or bonus opportunity
- **Additional benefits** (more paid time off, etc.)
- **Events to foster fun and camaraderie** (retreats, sports outings, etc.)
- **Improved work environment** (upgrade equipment & facilities)
- **Cross-functional moves** (rotational assignments)

Organizations 'R People

Organizations are social constructions born of collective imaginations.

Part of leading, then, is emphasizing what is held in common, not just the different. Instead of creating factions, leaders must learn to reconcile value choices into new values combinations.

Kouzes & Posner, ***Credibility, How Leaders Gain and Lose It, Why People Demand It***

Purpose

**Excessive emphasis
on the disciplines
can mean the triumph
of technique
over purpose
--Focus on “the heart”**

Frustration

Steven Covey says: all
frustration is the result of
expectations

so if we clarify
expectations we will
reduce frustration.

Role Delineation

Role delineation is critical for creating an environment which fosters **trust**, **mutual respect**, **effective operations** and a **spirit of partnership**.

Mark J. Warner, *Grade A Boards*. Executive Excellence Publishing

Hope

Just think what communities and organizations could do if they had **100% enthusiastic participation**. Just think what they could do if **cynicism was transformed to hope!**

Leadership

What people want in a leader is someone who is trustworthy, is competent, has a vision of the future, and is dynamic and inspiring

Kouzes & Posner, Credibility, How Leaders Gain and Lose It, Why People Demand It

Credibility

We do know for certain that credibility is the foundation of leadership. Act in ways that increase people's beliefs that you are honest, competent, and inspiring, and people will be much more likely to want to follow your direction

Kouzes & Posner, *Credibility*, How Leaders Gain and Lose It, Why People Demand It

Interpersonal

Credibility is earned through human contact – in the hallways, on the factory floor, in the retail shops, in the classrooms, and on the streets. Credible leaders take the time to listen and learn.

Kouzes & Posner, Credibility, How Leaders Gain and Lose It, Why People Demand It

Planning

- The fanciest dive that ever was dove
- Was done by Melissa of Coconut Grove.
- She bounced on the board and flew into the air
- With a twist of her head and a twirl of her hair.
- She did thirty-four jackknives, back flipped
 - and spun,"
- Quadruple gainered, and reached for the sun."
- And then somersaulted nine times and a quarter--
- And looked down and saw
 - that the pool had no water.

--Shel Silverstein

Visionary Leadership

**Vision + Communication =
Shared Purpose**

**Shared Purpose + Empowered People
+ Appropriate Organizational Changes
+ Strategic Thinking =**

Successful Visionary Leadership

—Namus, Burt, *Visionary Leadership, Creating A Compelling Sense of Direction For Your Organization*, Jossey-Bass Publishers, San Francisco, 1992, pp.156

New Principles of Leadership*

**Transforming organizations requires
developing leadership within individuals.**

**Bringing up the leader within requires an
understanding of seven new principles of
leadership.**

* Donna C. L. Prestwood and Paul A. Schumann Jr. are co-founders of the consulting firm Glocal Vantage, Inc, P.O. Box 26947, Austin, Texas 78755; Telephone (512) 302-1935; Fax (512) 302-1219; info@glocalvantage.com; www.glocalvantage.com.

New Principles of Leadership*

- 1. Know who you are.**
- 2. Let go of what you've got hold of.**
- 3. Learn your purpose.**

**Donna C. L. Prestwood and Paul A. Schumann Jr.*

New Principles of Leadership*

- 4. Live in the question**
- 5. Learn the art of "barn raising."**
- 6. Give "it" away.**

**Donna C. L. Prestwood and Paul A. Schumann Jr.*

New Principles of Leadership*

7. Let the magic happen.

**Donna C. L. Prestwood and Paul A. Schumann Jr.*

Leadership in Action

- Leaders live the vision by making all their actions and behaviors consistent with it and by creating a sense of urgency and passion for its attainment. You can do this in many ways, among them the following:
 - *How you make and honor commitments.*

Leadership in Action

- What you say in formal and especially informal settings.
- What you express interest in and what questions you ask.
- Where you choose to go and with whom you spend time.
- When you choose to act and how you make your actions known.,
- How you organize your staff and your physical surroundings.

—Namus, Burt, *Visionary Leadership, Creating A Compelling Sense of Direction For Your Organization*, Jossey-Bass Publishers, San Francisco, 1992, pp.139-141

The Leadership Challenge

How to get extraordinary things done in organizations*

Successful leaders

- O Challenge the Process**
- O Inspire a Shared Vision**
- O Enable Others to Act**
- O Model the Way**
- O Encourage the Heart**
- O Support the Public and Community**

* excerpted from James M. Kouzes & Barry Z. Posner's book of the same title

Successful Leaders

O Challenge the Process

- O Listen to customers**
- O Listen to employee ideas**
- O Innovate, experiment, act as a change agent**
- O Encourage risk of failure**
- O Discover opportunities for applying strengths**

Successful Leaders

O Inspire Shared Vision

- O Define a Vision**
- O Communicate & inspire agreement**
- O Create an organizational vision**
- O Encourage customer-oriented values**
- O Translate to daily mission**
- O Develop a group plan to succeed**

Successful Leaders

O Enable Others To Act

- O Use “We” not “Me”**
- O Educate**
- O Enable**
- O Empower**
- O Encourage**
- O Measure performance at all levels**

Decisiveness

Ever notice something about leaders. Leaders are decisive. I was going to talk about being decisive this AM, but I changed my mind. When Martin Luther King stood up in Washington, D.C., he said, "I have a dream!" He did not say, "Hey guys, I've been thinking about an idea for a couple of years and if we get a committee together and study it, maybe we'll make something out of it." When Brigham Young took his people on their journey, he said, "Let's go West!" He did not say, we'll go as far as St. Louis and if we don't like it, we'll settle in North Carolina. Leaders are decisive.

Successful Leaders

O Model the Way

- O Walk the talk model the vision**
- O Make the vision tangible**
- O Accomplish, and share how to do it**
- O Show a sense of urgency**
- O Have high expectations**
- O Review performance from top to bottom**

Successful Leaders

- O Support Public & Community**
- O Think how their organization impacts the world**
- O Are ethical in all activities**
- O Reach out to their community**

Successful Leaders

O Encourage the Heart

- O Have fun ... encourage fun**
- O Cheer about key values**
- O Celebrate success ... recognize people**
- O Have employees LOVE their job**
- O Have employees LOVE their customers & products & their colleagues**

Focus of Leadership

- O** Setting directions with future orientation
- O** Communicating values and performance expectations
- O** Balancing value for all stakeholders
- O** Driving performance

Focus of Leadership

- O** Committing to improvement and change
- O** Proactively addressing legal, regulatory, and risk factors
- O** Encouraging learning
- O** Being a good citizen

Reality

The first responsibility of a leader
is to define reality

--Max Dupree

Vision without effort
Is daydreaming
Effort without vision
Is drudgery
But vision and effort
Coupled together
Will obtain the prize

--Thomas S. Monson

8 Ways to Build Trust in Your Organization

- Convey consistent principles
- Give people plausible explanations for actions
- Offer status reports and forecasts
- Make realistic commitments
- Showcase what you know
- Protect the interests of people that aren't present
- Show compassion
- Verify understanding

* David B. Peterson & Mary Dee Dicks, Personnel Decisions

Relationships

Knowing how to make relationships work is the key to being an effective and successful leader of an organization.

Leaders Provide Hope*

“Leaders keep hope alive when they set high standards and genuinely express optimism about an individual’s capacity to achieve them. They keep hope alive when they give feedback and publicly recognize a job well done. They keep hope alive when they give their constituents the internal support that all human beings need to feel that they and their work are Important and have meaning. They keep hope alive when they train and coach people to exceed their current capabilities.

Leaders Provide Hope

Most important, leaders keep hope alive when they set an example. There is really nothing more encouraging than to see our leaders practice what they preach.”

basic principles and practices that support the basic human need to be appreciated for what we do and who we are.

Credibility

To sustain credibility, leaders must stay in touch with constituents. If they don't, if they remain invisible, they contribute to [a] credibility gap. Leaders must be in touch; they must know the issues, the customers, and their constituents.

Kouzes, James & Barry Posner, *Credibility, How Leaders Gain and Lose It, Why People Demand It*, Jossey-Bass, San Francisco, 1993, pp.187; quote from J.M. Burns, *Leadership*, 1978 pp.190

Credibility

Credibility is earned through human contact — in the hallways, on the factory floors, in the retail shops, in the classrooms, and on the streets. Credible leaders take the time to listen and learn.

... Leaders demonstrate that they value others when they listen to them, trust them, and are receptive to having others point out their own mistakes or other problems.

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Staying in Touch

Establish an atmosphere in which people feel comfortable about speaking up long before anyone worries about whether the news is good or bad. When people have the same values, sharing information becomes all that more easy; they can say, "I know that my leader will be interested in knowing about this, because of her interest in"

Staying in touch, then, means that leaders must remain approachable.

—Kouzes, James & Barry Posner, *Credibility, How Leaders Gain and Lose It, Why People Demand It*, Jossey-Bass, San Francisco, 1993, pp.187; quote from J.M. Burns, *Leadership*, 1978 pp.193

Creating Meaning

Leaders make an impression.

... Consequently, it is important to think carefully about the meaning we are creating with our actions.

—Kouzes, James & Barry Posner, *Credibility, How Leaders Gain and Lose It, Why People Demand It*, Jossey-Bass, San Francisco, 1993, pp.187; quote from J.M. Burns, *Leadership*, 1978 pp.195

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Sense of Connection

In the process of affirming shared values, leaders get people to identify themselves as a group and set the expectation that they will share in some long-term benefits. Recognizing this interdependency — realizing that no one works all alone — creates a strong sense of obligation to assist and support on another. Nurturing this sense of connection and belonging between people creates a natural incentive to engage in cooperative behavior.

—Kouzes, James & Barry Posner, *Credibility, How Leaders Gain and Lose It, Why People Demand It*, Jossey-Bass, San Francisco, 1993, pp.135-36

Trust

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Realized Potential*

“People working in not-for-profit groups grapple with the full complexity of today’s society and have become indispensable to our national sense of identity. They allow no room in their work for the deceptive simplicity of a single bottom line. To me, they are clearly leading us to reach the potential our culture so urgently needs to be realized.

*De Pree, Max, Leading Without Power, Finding Hope in Serving Community. Jossey-Bass, NY, 1997.

Realized Potential*

They are demonstrating a quality of leadership and service arising from their understanding of and commitment to a common good, by which I mean a quality of life that touches everyone. Their vision of a good and virtuous society brings us all health and respect and a yearning to reach for our own potential.

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Realized Potential*

“places of realized potential spring to life when we move personally and organizationally beyond mastery to joy.”

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Realized Potential*

“The driving force in our organizations, both for-profit and not-for-profit, ought not to be goal achievement or asset management or quantifiable growth, important as these are. Rather, our society badly needs organizations and people that move relentlessly toward realizing their potential.”

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Realized Potential*

“A place of realized potential opens itself to change, to contrary opinion, to the mystery of potential, to involvement, to unsettling ideas.

... Places of realized potential offer people opportunity to learn and gro

*De Pree, Max, Leading Without Power, Finding Hope in Serving Community. Jossey-Bass, NY, 1997.

Realized Potential*

... A place of realized potential offers the gift of challenging work.

...A place of realized potential sheds its obsolete baggage.

... A place of realized potential encourages people to decide what needs to be measured and then helps them to do the work.

Realized Potential*

...A place of realized potential heals people with trust and with caring and with forgetfulness. It's a place that forgives the mistakes of growing up, a place that understands that taking a risk may mean failure, but that ordinarily mistakes should not be terminal.

... People in places of realized potential know that organizations are social environments.

*De Pree, Max, Leading Without Power, Finding Hope in Serving Community. Jossey-Bass, NY, 1997.



**Employee Retention
Begins and Ends with
You, the Manager**

Who Are Your Stars?

- Identify 3 stars on your team today
 - Bell curve: Weeds, Daisies & Roses
- Jot down the attributes that make them shine in your eyes
- Reflect: Why do you think they stay?

Which of These are Manager-Influenced?

- *Revisit the “Why do they stay” list*
- *Check off all the things your manager influenced*

We’re all responsible

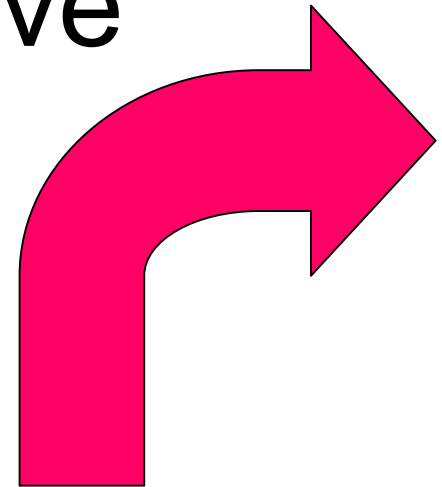
for our own careers, BUT:

Did your manager help or hinder it???

*“I left for want of a thank
you and a hamburger.”*

“Employees don’t leave
companies, they leave
managers.”

~~Beverly Kaye & Sharon Jordon-Evans



A: Ask ...

So You Don't Have to Guess

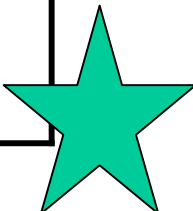
- **What keeps you here?**
 - What contributes most to your job satisfaction?
 - What can I do to support your goals?
- **What might entice you away?**
 - Are you getting enough feedback?
 - Are you challenged in your work?

Dig deeper Confirm priorities

ASK THEM!



What do you like about working here?	What will keep you and what would lure you away?	Do I give you regular, candid, constructive feedback?
What would help you do your job better?	Are you challenged in your daily work?	Am I supporting you in your career goals and interests?
What would make you feel more valuable?	What would make your life easier?	KEEP ASKING Asking once is not enough!



A: Ask ...

So You Don't Have to Guess

(cont'd.)

- Conversation starters....
- Lunch out...
- Some will worry: Are you setting me up?
- Ask everyone
- **LISTEN AND RESPOND!!**
- *If you can't respond immediately, keep the conversation going.*
- *"I'll consider it." "What else?"*

B: Buck...You Can't Pass It

Self-Assessment

- Are you a love 'em or lose 'em manager?
- What am I willing to do to keep people?
- Try this Questionnaire

**So, what else can
a good manager do
to improve retention?**

Hire the Best

- Take time to know and understand the core competencies that your agency feels give individuals the best opportunity for success.
- Don't over sell the position. Be candid and truthful, including opportunities and challenges.
- Increase your skills as an interviewer.

Understand and Listen Deeper:

Recognize what leads to Attrition

- **Job Burnout** – it begins with small warning signs which can progress until a person dreads going to work.
- **Employee Treatment** – Employees do not feel valued and respected when managers do not “walk the talk”. Managers should at all times demonstrate their agency’s core values with subordinates and other departments.

VALUES -- Define and Align

Understanding how employees' values align with organizational values is a critical ingredient in keeping your best people.

Mentor -- Be One

A mentor models, encourages, nurtures and teaches.

Enrich and Energize the Job

- Combine tasks
- Form teams – self-directed teams can make a lot of their own decisions
- Redistribute work to increase variety and learning
- Put employees in touch with clients
- Build in feedback – develop peer and customer review opportunities
- Establish widespread participation – employees are motivated when they take part in decisions that affect their work, such as budgeting, hiring and organizing their schedules
- **Talented people want a challenging stake in the organization.**

Career Growth

Encourage and Support Development

- Think about moving forward instead of up.
- Help employees identify several career goals. If employees see that you can support several viable alternatives within your agency, they see a future for themselves within the realities of your organization. (Support retention at your agency...not just your team.)
- Have career conversations with your employees that allows them to talk about their abilities, choices and ideas.

Family Balance

- Balance between one's work and personal life continues to be a recognized contributor to wellness and one of the most challenging topics for managers. Be open -- Talk about it, think about it and do something about it.
- By focusing on employees' wellness, you can increase the odds that they will stay and play effectively on your team.
- Show interest in your employee's well being. Ask how you can help and then collaborate to create a plan.

Recognize and Reward

Reward Rules

1. If an employee expects it, it may no longer be viewed as a reward.
2. Rewards need to match your employees' needs and wants.

✓ The Universal Reward

~Praise!

Spontaneously, Specifically, Purposefully,
Privately, Publicly, In writing.

More things good managers do:

- Give Space and nurture creativity.
- Find ways to get some Kicks -- encourage humor and fun.
- Request Truthful feedback from employees and peers and use it to improve yourself.
- Power down -- Establish widespread participation in important decisions which will directly affect your employees.

Resources / Employee Retention

- De Pree, Max, Leading Without Power, Finding Hope in Serving Community. Jossey-Bass, NY, 1997.
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